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Federal Extension Service
U. S. Department of Agriculture

CURRICULUM IMPROVEMENT PROPOSAL

Submitted to the U. S. Commissioner of Education
Under the Provisions of Public Law 531

U. S. DEPT. OF AGRICULTURE
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JUL 15 1965

C & R.PREP.

March 1, 1965

1. Abstract:

Objectives - The general purpose is to develop improved curriculums of 15 participating institutions that are now offering academic degree programs for Cooperative Extension staff members. The new curriculums will include relevant concepts and theories drawn from the behavioral sciences and technical fields of agriculture and home economics. The content and learning experiences will be designed to develop in the graduate students the knowledge, skills and insight that are required of the competent extension staff member in today's society.

Specific objectives are:

1. To integrate technical and behavioral science concepts into a professional curriculum for Cooperative Extension Service personnel.
2. To design and test out appropriate reference materials, syllabi and organization of content to accomplish the educational objectives.
3. To design and test evaluation methods in terms of the specific objectives of the curriculums.

Procedures - Six semi-annual one-week working conferences are scheduled for 1964-1967 in which the 15 participating university representatives or their alternates will present, analyze and refine basic materials to incorporate in the curriculums.

The papers and presentations will be prepared between conferences by university representatives and colleagues from their representative institutions. The working conferences will have the services of outstanding curriculum and other consultants to guide and assist the participants in their work. In addition to the materials prepared by the participants, it is expected that graduate students and experts in the appropriate fields will be engaged to prepare needed working papers.

Participants in this project will experiment with and evaluate the materials in their own university classes to refine and validate the concepts and theories that emerge from this project. Final form will consist of many variations in the curriculums tailored to the needs and resources of the individual universities. However, the basic knowledge, concepts and theories will underlie all of the curriculums. It is expected that source books, syllabi and other basic materials will eventually be published for use in the participating institutions and adult education generally.

The sum of \$ _____ will be required for the project and the duration will be four and one-half years.

2. Rationale

The Cooperative Extension Service in the immediate future faces some major changes in role, organizational structure, program scope and methods of reaching new audiences.

These changes include the possibility of a merger of the functions of the Cooperative Extension Service and of the General Extension (University Extension, Continuing Education) divisions of the land-grant colleges in some of the States. When such mergers occur, and they are being presently discussed in many universities, the Cooperative Extension Service staff may be called upon to represent the total university at the county or State level in a much broader program than he has experienced before.

The problem faced by professors of extension education offering professional extension graduate degree programs in the land-grant institutions is one of designing more adequate curriculums to meet the needs of extension employees who are to implement the necessary changes in programs of the future.

The content area to be developed through the project activities described in this proposal is a total professional curriculums at the master's and/or doctor's level for Cooperative Extension Service personnel. While it is to be designed with a specific professional group in mind, the curriculums should have value for any professional group whose functions as "change-agents" are similar in nature.

The graduate program to be developed is expected to strengthen the present curriculum in the following ways:

1. By a more thorough analysis of the level of abilities and interests of prospective students.
2. By research into the critical aspects of current extension jobs.
3. By analysis of the current findings from behavioral science research to point up concepts relevant to the solution of educational problems faced by extension agents.
4. By increased precision in choosing appropriate educational objectives, designing learning experiences and in evaluating outcomes.
5. By helping instructors and curriculum committees to develop increased ability to discuss curriculum problems with greater precision.
6. By encouraging greater integration of learning from various courses and academic departments.

Twenty-nine of the major State land-grant universities have during the last 10-15 years developed graduate programs in extension education aimed primarily at preparing Cooperative Extension agents (teachers), administrators and supervisors for professional careers. The individuals who study in these programs are drawn from a total Cooperative Extension staff of about 15,000 professionals all of whom have a minimum of a bachelor's degree. Generally the undergraduate degrees earned by Extension personnel are in agricultural or home economics sciences.

These programs of graduate study are the main sources of academic preparation in education and the related behavioral sciences. The biological and physical science departments in the agricultural colleges of these same universities are supported by large staffs and tremendous investments in State agricultural experiment and USDA research facilities and in teaching and in other dissemination facilities. In these departments the extension workers receive their technical educations. The relative imbalance in the personnel and financial resources devoted to the education of Cooperative Extension staff as adult educators has resulted in a lag in incorporating into the curriculum relevant knowledge in human behavior that has developed in the last two decades.

The pressures for a means of more effectively educating extension personnel are felt by the State Extension Services as a whole and more especially by State Extension Directors and professors functioning in academic degree programs for Cooperative Extension staff. This need is particularly evident as the service faces the problem of preparing its staff for effective work requiring broader responsibilities toward the total university program involving special population groups, such as the low-income families or urban audiences, and concerned with deep-seated economic and social problems related to total resource development. Such problems require greater knowledge and understanding of human behavior than is provided in most traditional academic programs available to Cooperative Extension staff members.

The plan for a cooperative curriculum development project was initiated by the Senate Committee on Preservice and Graduate Training for Extension Workers, a standing committee of the National Association of State Universities and Land-Grant Colleges. It met with immediate response from a group of the State land-grant university professors of extension education assembled in April 1963 at the annual National Extension Training Conference. This interest was brought to the attention of the State directors of extension in 15 institutions having sizable enrollments in extension education graduate programs. The directors expressed whole-hearted endorsement of the project and approved the time and travel costs of one or more staff members to serve in the project. By participation in this project, each of the cooperating institutions expects to develop a curriculum which will integrate recent findings from the behavioral sciences with knowledge from technical fields for the graduate and inservice professional education of extension personnel. They expect thereby to improve the competency of the extension staff to develop and manage broad adult education programs. It is felt that a systematic and cooperative effort by 15 institutions over a period of 5 years would result in significant improvement in the curriculums in all institutions having graduate programs especially

designed for extension personnel. In addition, significant carry-over value to the inservice training of extension staff should result. Usually the professors of extension education have a major responsibility for planning and assisting with inservice training for Cooperative Extension staff in their respective States.

3. General Objectives

The project's objectives are to develop graduate professional programs of study at the master's and/or doctor's level appropriate to extension personnel and possible within the institutional setting in which each is to be offered. The unique features of the proposed work are expected to be:

1. A curriculum for each of the 15 institutions which would integrate behavioral science research with a broad range of basic technical agricultural and home economics subject matter.
2. The exploration of ways to bring together instructional resources and to develop teaching methods designed to lower the barriers between the technical training available in the agricultural curriculum and the liberal arts and education curriculums.
3. Developing and testing model (or prototypes) for on-the-job application of learning.
4. Organization of curriculum materials and description of processes which can be shared with other interested institutions.

4. Procedures

Accomplishments to Date - An initial exploratory conference was held in Washington December 8-12, 1963, to discuss possibilities with staff of the 15 participating institutions and the Federal Extension Service. Consultants included Ralph W. Tyler, J. L. Matthews, John Chantiny, B. W. Kreitlow and Mary L. Collings.

Dr. Tyler discussed what would be involved in developing a curriculum. The State representatives expressed their interest in participating in the project as then visualized - a three-year project with two one-week working conferences a year. Dr. Tyler agreed to serve as a consultant for the three years.

A one-day planning session was held in Lincoln, Nebraska, in March 1964 attended by most of the original group augmented by five extension research specialists drawn into the project primarily to aid in developing evaluation procedures and devices. The main contribution of this session was to clarify working rules and develop plans for the analysis of appropriate extension research relative to the learners and to the extension job out of which they would draw a rationale for appropriate objectives.

At an August 1964 session held at Colorado State University, representatives from the 15 participating institutions presented papers identifying objectives for graduate curriculums implied from their analyses of extension research, other official documents or a review of some behavioral science or technical field. The objectives listed were derived from one or more of the following sources:

1. Recent studies of the prospective learners, including findings related to:

- Academic preparation of newly employed extension personnel.
- Attitudes towards critical job responsibilities characterizing newly employed persons.
- Educational interests of county extension agents.
- Research and communications skills characteristic of extension personnel.
- Present level of knowledge and performance on critical aspects of the extension job.

2. Study of official document on trends relative to the extension job

- Current social and economic changes which are affecting the role of the extension agent.
- Major changes in land-grant institutions, particularly in the extension organization, which have a bearing on professional preparation for extension personnel.
- Current extension program trends that suggest the basic direction for professional education.
- Changes in functions to be performed by agents as foreseen for the near future.
- Basic values or system of ethics which extension attempts to inculcate.

3. Study of selected behavioral science and technical subject-matter fields

- Identified concepts which are significant areas of knowledge for extension agents who are not going to become specialists in the field (i.e., anthropology, sociology, agricultural sciences, etc.)

However, the information needed is not fully available. It became apparent that further work was necessary to provide the data from which objectives might be derived.

The second one-week working conference was held in Chicago in February 1965. The participants with Dr. Tyler's instruction completed the learning experience of going quickly through the major steps of the curriculum process. A model of the process to be followed in the future developed by a committee of participants with the assistance of Consultants Matthews and Collings was presented, discussed, modified and agreed upon by the participants. In addition the participants presented preliminary materials and papers that were reviewed and evaluated by the consultants and participants.

Proposed Work - Even at this early date it is evident that needed data from which appropriate objectives can be derived is not available. Considerable more time and effort must go into gathering data on: (a) the prospective learners' level of knowledge, skills and interests, (b) the critical aspects of the job, and (c) relevant concepts from the various behavioral science and technical subject-matter fields.

Plans were made at the Colorado seminar to which individual participants made commitments depending on the resources thought to be available. These included:

1. Gathering intelligence, interests, readiness for learning, and personality test data on prospective graduate students using modified versions of existing instruments. Each participating institution is to gather data and the Federal Extension Service will tabulate and summarize the test results.
2. Making job analyses using the critical incident technique. State Extension supervisors, specialists and experienced agents themselves will serve as observers getting reports in a variety of situations and in sufficient quantity so as to insure that the sample of incidents will be representative. Then these reports will be studied by researchers, critical behaviors will be abstracted, classified into categories, removing duplicates, finally, a list of critical requirements for the job will be developed. Each participating institution will be asked to collect observations and make reports of incidents. Two institutions will carry forward the analysis to the stage of preparing the list of critical requirements of the job.
3. Identifying appropriate concepts, skills and values. Extension specialists in technical subject matter fields and resident instruction personnel in the fields of anthropology, psychology, sociology, political science, philosophy, economics, human development, physiology, social psychology, communication, administration, history, education and logic will be involved in the identification of concepts which have a significant contribution to make to the critical areas of job performance. Each institution will analyze one behavioral science field, one technical field in agriculture and one in home economics. Having identified the concept, their task is then to describe it and explain its relevancy to critical aspects of the extension agents' job.
4. Using data from each of the above processes, each institution will develop a list of objectives for the graduate curriculum in that institution.
5. Each institution will design a series of cases based on the job analysis and devise learning experiences appropriate to the objectives chosen for the curriculum. An interdisciplinary seminar is one feature of the study design which will be developed and evaluated in each of the 15 institutions.

6. According to their resources participating institutions will share responsibilities for preparing source books developed from the process described in item (3) above. A source book for each field will be prepared.
7. Each institution will screen the suggested objectives, plan the organization of course content, prepare its own syllabi and duplicate its own teaching materials.
8. The research group will design a battery of achievement tests for use in their five institutions and to serve as examples for the other participating institutions.
9. Models for on-the-job applications of learning will be developed and tested in certain of the participating institutions. These will be designed to test means of increasing the efficiency of professional training through identifying basic essentials, increasing the efficiency of teaching by using programmed instructional materials and techniques and by coordinated academic and inservice educational experiences to achieve major educational objectives. It is expected that appropriate inservice education can reduce the time requirement and increase the efficiency of professional preparation of several thousand specialists with a Ph.D. degree in a physical or biological scientific field.

5. Description of Materials

Intelligence - Readiness - Personality test -- a modified form of the McConnell, Holland and Sanford tests to be administered to students enrolled in graduate degree programs.

Critical Requirement Inventory -- descriptive statements to be used in establishing objectives for courses.

Case studies of critical areas of job performance.

Source books of appropriate concepts and related theories drawn from behavioral science fields and examples of their application to the extension jobs.

Course syllabi -- one for each course or seminar to be established. Until critical areas are identified, only a tentative list of syllabi can be identified. These are anticipated as built around job areas such as administration, program development, management, teaching and extension research methods.

Evaluation devices -- a battery of diagnostic, predictive and achievement tests for each course.

6. Provisions

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a. For trial and revision

Each institution will be responsible for classroom trial and revision of the material in the courses taught by the project participant in that institution. The revisions will be made at the end of the first and second year's trials. The project participants will initiate with curriculum committees in the technical fields discussions of concepts and skills identified by means of the analysis of subject fields as having critical significance for extension personnel.

b. For evaluation

Evaluation will be made of the interdisciplinary seminars as soon as they are completed. Achievement tests will be administered as an essential part of each course.

c. Upon completion of the project, materials developed in the 15 institutions will be made available to others interested in designing graduate professional extension degree or adult education programs and to interested foreign institutions.

7. Materials Distribution

Draft copies of all materials developed in the project will be made available to each participating institution and reviewed, as appropriate, at the semi-annual seminars. Later modest quantities will be reproduced for initial use in the participating universities. Permission to use and adapt materials so developed will be granted to any interested institution.

8. Personnel

Project Director - Joseph L. Matthews, Director, Division of Extension Research and Training, Federal Extension Service, USDA

Associate Project Director - Mary L. Collings, Staff Development Specialist, Division of Extension Research and Training, Federal Extension Service, USDA

Principal Consultant - Ralph W. Tyler, Director, Center for Advanced Study in the Behavioral Sciences, Stanford, California

Principal Investigator - Harlan G. Copeland, Staff Development Specialist, Division of Extension Research and Training, Federal Extension Service, USDA

Principal Consultant - Ralph W. Tyler, Director, Center for Advanced Study in the Behavioral Sciences, Stanford, California

Other Consultants involved, on occasion to date: John Chantiny, Leader, Family and Society Graduate Program, Merrill-Palmer Institute, Detroit; Burton W. Kreitlow, Professor of Education, University of Wisconsin; and Edward Furst, Professor of Psychology, Ohio State University

Special Qualifications and Functions of Project Leaders

The project director, Dr. Matthews, who is providing overall direction and administrative liaison is well equipped by education in the agricultural sciences, adult education, including curriculum development, and post doctoral study in the behavioral sciences. He has more than a decade of successful experience in consulting and assisting with planning academic education and inservice training for extension staff members throughout the nation. His contributions to the improvement of program planning for informal adult education through staff training, writing and research are recognized nationally. For the last five years he has directed the work of a staff with national leadership responsibility for staff development and research in extension.

The associate project director, Dr. Collings, who is providing the day-to-day leadership had a major part in the initiation of this project through her membership on the Senate Committee on Preservice and Graduate Training for Extension Workers of the National Association of State Universities and Land Grant Colleges. She has served for more than 10 years as the top staff development specialist in the national office. In this professional leadership role she has counseled, advised and assisted each of the participants. In many cases this relationship began with their induction into their present academic roles. In addition she advised and assisted State university faculty curriculum committees in home economics and extension education. Her graduate education includes study of curriculum planning.

The principal investigator, Mr. Copeland, will work under the direct supervision of the associate project director, Dr. Collings, devoting full time to this project. Coordination, communication and liaison among the participants will be provided between the semi-annual working conferences by visits to the State universities represented by the participants. It is expected that initial one-week visits will be made to all participants for the purpose of helping the participant (1) to assess the interest and understanding of appropriate department heads, deans and other university administrators, (2) to develop an individual plan for curriculum improvement in his own institution, (3) to obtain institution support and cooperation where needed, (4) to evaluate the potential and interest among faculty members in certain behavioral science disciplines in collaborating in the preparation of basic materials incorporating relevant concepts and their application in Cooperative Extension, and (5) to plan and carry out working assignments accepted at the working conferences.

Except for the thesis, Mr. Copeland will have completed courses required for the doctor's degree in education at the University of Chicago before taking up his duties in the project. Presently he is on study leave from his position as staff development specialist in the Federal Extension Service. Graduate study followed three years of successful experience in working with many of the participants in this project in a role similar but less

intensive than will be undertaken. His prior experience was in a State position similar to that of the participants. In addition to his potential contribution directly to this project as a young career staff member of the Federal Extension Service, he can continue in the future to contribute through working with these participants and the staffs of the universities not represented.

Research and Evaluation Committee:

Frank W. Alexander, Chairman, Cornell University
Patrick Boyle, University of Wisconsin
C. J. Cunningham, Ohio State University
Fred P. Frutchey, Federal Extension Service, USDA
Emily Quinn, University of North Carolina
Frank Santopolo, University of Kentucky

Land-Grant College Association Senate Committee on Preservice and Graduate Study for Extension Workers, and Project Advisory Committee

Robert W. McCormick, Assistant Director, Cooperative Extension Service, Ohio State University, Chairman
Beverly Downing, Dean of College of Home Economics, University of Rhode Island
Wendell H. Bragonier, Dean of the Graduate School, Colorado State University
Gerald Hudson, Dean, College of Agriculture and Home Economics, University of Arkansas
Lloyd W. Schram, Dean of Continuing Education, University of Washington
George E. Manners, Dean, Division of Business Administration, Georgia State College
Ralph E. Page, Dean, College of Liberal Arts, University of Florida
Mary L. Collings, Staff Development Specialist, Division of Extension Research and Training, Federal Extension Service, USDA

Participants (See Appendix for Personnel Data)

Alabama - Glenn Morrill, Specialist in Extension Training and Development, Auburn University

Arizona - Kenneth Olson, Program Leader, University of Arizona

Colorado - Carl Hoffman, Education and Training Officer, Extension Service, Colorado State University; Mel Eckard (alternate), Inservice Training Officer, Extension Service, Colorado State University

Illinois - E. W. Anderson, Professor and Leader Extension Education and Training, Extension Service, University of Illinois; Gertrude E. Kaiser (alternate), Associate Professor and Assistant Leader, Extension Education and Training, Extension Service, University of Illinois

Kansas - Curtis Trent, Associate Professor, Extension Coordination Personnel Training, Extension Service, Kansas State University

Kentucky - Frank Santopolo, Associate Professor, Extension Specialist Communications Social Change, Evaluation and Extension Studies, University of Kentucky

Louisiana - Lynn Pesson, Associate Specialist (Training) and Associate Professor of Agricultural Education, Louisiana State University

Mississippi - Charles R. Aiken, Extension Research and Training Officer, Extension Service, Mississippi State University

New York - J. Paul Leagans, Professor, Extension Education, Rural Education Department, Cornell University; Robert Bruce (alternate), Associate Professor, Extension Education, Cornell University

North Carolina - Edgar J. Boone, Assistant Director, Extension Service, North Carolina State of the University of North Carolina; Emily Quinn (alternate), Extension Service, North Carolina State of the University of North Carolina

Ohio - Robert W. McCormick, Assistant Director, Extension Service, Ohio State University; C. J. Cunningham, Instructor and Leader of Extension Training Education, Ohio State University

Oklahoma - Betty Jean Brannon, Field Studies and Training Specialist, Home Economics, Oklahoma State University

Tennessee - L. H. Dickson, Professor and Specialist, Training and Studies, University of Tennessee; R. S. Dotson (alternate), Associate Specialist Training and Studies, University of Tennessee

Virginia - Maynard C. Heckel, Training Leader, Extension Service, Virginia Polytechnic Institute; George E. Russell (alternate), Associate Professor, 4-H Club, Virginia Polytechnic Institute

Wisconsin - Patrick G. Boyle, Associate Professor, Agricultural Education and Extension Department, University of Wisconsin; G. L. Carter, Jr., Professor, National Agricultural Extension Center for Advanced Study, University of Wisconsin

APPENDIX I

PERSONAL DATA ON PROJECT LEADERS AND PARTICIPANTSName, Title, Institution:

Charles R. Aiken
Extension Research and Training Officer; Head, Agricultural Extension Department
Mississippi State University

Date of Birth:

January 20, 1918

Training and Qualifications:Education (Institutions - major field of study and degrees)

Ohio State University - Vocational Agriculture - B.S.
Cornell University - Farm Management - M.S.
Cornell University - Extension Education - Ph.D., 1952

Experience to present

U. S. Army - Commander of a Special Service Company

Associate County Agricultural Extension Agent - Ohio Agricultural
Extension Service

Graduate Assistant - Cornell University

Educational Director, Information and Training Program - Iowa Association
of Rural Electric Cooperatives

Research and Education Specialist - National Rural Electric Cooperative
Association

Extension Research and Training Officer; and Head, Agricultural Extension
Department

Extent of Responsibilities in Current Professional Capacity:

Responsible for inservice and graduate training programs of the Mississippi
Extension Service

Responsible for guidance of research in training and education within the
Extension Service

Advisor to students who major or minor in Agricultural Extension.

Teach courses in Agricultural Extension and related courses.

Counsel the entire staff (560) on graduate work and other professional
improvement.

Selected Publications

Several technical manuals to serve as guides and help maintain standards, including:

- "Electric Home Heating Standards"
- "Wiring Specifications"
- "Program Building Guide"

Many training manuals, including:

- "Conducting Annual Meetings"
- "Program Planning"
- "Materials Handling"

PERSONAL DATA ON PROJECT LEADERS AND PARTICIPANTSName, Title, Institution:

Frank D. Alexander
Administrative Specialist in Extension Studies and
Professor in Extension and Rural Sociology
Extension Service, College of Agriculture
Cornell University

Date of Birth:

November 16, 1903

Training and Qualifications:Education (Institutions - major field of study and degrees)

Peabody College - English - B. S.
Peabody College - Religious Education - M. A.
Vanderbilt University - Sociology - Ph.D., 1938

Experience to present

1928 - 1932 Instructor, Peabody College
1933 - 1935 Instruction in Sociology, Vanderbilt University
1935 - Assistant Professor of Sociology, Kansas University
1936 - Research Assistant, Tenn. Dept. of Educ.
1936 - 1939 Research Assistant, TVA
1939 - 1941 Associate Professor of Sociology and Psychology,
Clemson College
1941 - 1943 Planning Technician, National Resources Planning Board
1943 - 1949 Social Science Analyst, Bureau of Agriculture Economics
USDA
1949 - 1955 Social Science Analyst, TVA
1956 - 1961 Administrative Specialist in Extension Studies and
Associate Professor, Cornell University
1961 - 1962 Administrative Specialist in Extension Studies and
Professor, Cornell University
1962 - 1963 Evaluation Consultant with Agency for International
Development assigned to Ministry of Agriculture and
Lands, Jamaica
1964 - ---- Administrative Specialist in Extension Studies and
Professor, Cornell University

Extent of Responsibilities in Current Professional Capacity:

Leader of research program of Office of Extension Studies, New York State Extension Service. Planning research program, supervise its operations; and conduct research projects.

Selected Publications:

"A Study of Diet in Two Rural Communities in Tennessee," American Journal of Hygiene, Vol. 22, No. 3, 704-730, November 1930, Frank D. Alexander, et al.

"Owners and Tenants of Small Farms in the Life of a Selected Community: A Cultural Analysis," (Ph.D. Thesis), Private Edition, Distributed by The Joint University Libraries, Nashville, Tennessee, 1938, Frank D. Alexander.

"Family Life in a Rural Community," Social Forces, Vol. 18, No. 3, March 1940, Frank D. Alexander.

"Religion in a Rural Community of the South," American Sociological Review, Vol. VI, No. 3, April 1941, Frank D. Alexander.

"Changes in a Rural Community During the First Two Years of War," Social Forces, Vol. 23, No. 2, December 1944, Frank D. Alexander.

"A Mountain School in the Life of a Community," Mountain Life and Work, Vol. 20, No. 4, Autumn 1944, Frank D. Alexander.

"Constructive Measures for Southern Rural Communities," Social Forces, Vol. 24, No. 2, December 1945, Frank D. Alexander.

"Salient Features of Social Organization in a Typical County of the General and Self-Sufficing Farm Region," Frank D. Alexander and Robert Galloway, Rural Sociology, Vol. 12, No. 4, December 1947.

"The Problem of Locality-Group Classification," Rural Sociology, Vol. 17, No. 3, September 1952, Frank D. Alexander.

"A Case Study in Research Interpretation," (Research note), Rural Sociology, Vol. XXII, No. 2, June 1957, pp. 156-159. Harold F. Kaufman, Frank D. Alexander, and Herbert A. Aurbach.

"Studying the Decision-making Process," The Research Clinic on Decision Making, papers read before the Rural Sociological Society, State College of Washington, Pullman, Washington, August 1958. Mimeographed. Frank D. Alexander.

Study of Agents Leaving Employment in the New York Extension Service During 1958 and 1959, Special Report No. 5, September 15, 1961, Frank D. Alexander.

Design and Methodology, Report No. 9, September 30, 1961, James W. Longest and Frank D. Alexander.

How to Plan and Conduct Extension Studies, With Special Attention to Their Use for Program Planning, Special Report No. 7, May 31, 1962, Frank D. Alexander.

Preservice Training of Cooperative Extension Service County Employees Employed in 1959 and 1960 Presently Employed by the Extension Service, New York State, Extension Study No. 4, Frank D. Alexander, May 1964.

Inservice Training of Agricultural Agents in New York State: 1963, Extension Study No. 6, September 1964, Frank D. Alexander and Jean Harshaw.

Evaluation of Induction and Early Training of New Assistant Agricultural Agents in New York Extension Service, Extension Study No. 7, October 1964, Frank D. Alexander.

And numerous other bulletins, mimeographed papers and unpublished reports.

PERSONAL DATA ON PROJECT LEADERS AND PARTICIPANTSName, Title, Institution:

Ernest W. Anderson
Leader, Extension Education and Professor, Extension Education
University of Illinois

Date of Birth:

May 10, 1909

Training and Qualifications:Education (Institutions - major field of study and degrees)

Purdue University - Poultry Husbandry - B. S.
Purdue University - Agr. Economics - M. S.
Purdue University - Ed. Psychology - Ph.D. (1953)

Experience to present

1937 - 1939 American Butter Company, Kansas City, Missouri
1939 - 1940 Executive Secretary, State Egg Board, Purdue University
1940 - 1946 U. S. Army Officer
1946 - 1949 Extension Specialist (Poultry), Purdue University
1949 - 1953 Graduate Assistant, Purdue University
1953 - 1954 Education Specialist, State Egg Board, Purdue University
1954 - 1957 Assistant Prof. of Education, Ball State University,
Muncie, Indiana
1957 - ---- Cooperative Extension Service, University of Illinois

Extent of Responsibilities in Current Professional Capacity:

Supervise the personnel development programs in the Cooperative Extension Service in Illinois.

Coordinate the inservice educational programs of the Cooperative Extension Service in Illinois.

Advise graduate students enrolled in the Master of Extension Education program at the University of Illinois.

Selected Publications:

Night Vision Testing and Training: (Chr. of Comm. and Editor), an Armored School (Fort Knox, Kentucky) publication which summarized the school's research in night perception and suggested methods for teaching night combat and operations. 1945.

A Study of the Curriculum in Departments of Poultry Husbandry: Mimeo.
Pub. No. 45, Purdue University, School of Agriculture and Agricultural
Extension Service. A review of a Ph.D. thesis. July, 1953.

What Is a College Education Worth for a Hatchery Employee?: Hatchery
and Feed, Oct. 1953.

Consumer Psychology--What Is It?: Poultry Processing and Marketing,
January, 1954.

Handbook for Manufacturing Studies Instructors: General Electric Company.
1955, revised 1960 and 1963.

The Significance of the Communication Process: "American Cooperation,
1959," American Institute of Cooperation, 1959.

Industry and Business Use In-Service Education: Educational Leadership.
March, 1960.

Social Action and Program Planning. Illinois Libraries, November, 1960.

Understanding of Human Relations: Extension Service Review, Vol. 33,
No. 1. January, 1962.

An Approach to Effective Teaching: Journal of Cooperative Extension,
Vol. I, No. 1. Spring, 1963.

PERSONAL DATA ON PROJECT LEADERS AND PARTICIPANTS

Name, Title, Institution:

Edgar J. Boone

Assistant Director; Professor and Head, Department of Extension Personnel Development, North Carolina Agricultural Extension Service
North Carolina State of the University of North Carolina

Date of Birth:

June 27, 1930

Training and Qualifications:

Education (Institutions - major field of study and degrees)

Southeastern Louisiana College

Louisiana State University - Agricultural Education - B.S.

University of Wisconsin - Cooperative Extension Administration - M.S.

University of Wisconsin - Cooperative Extension Administration - Ph.D. (1959)

Experience to present

1952 - 1954 Assistant County Agent, Louisiana State University

1954 - 1956 Associate County Agent, Louisiana State University

1956 - 1957 Assistant Program Analyst, Louisiana State University

1959 - 1960 Professor and State Program Leader of the Arizona Cooperative Extension Service, University of Arizona

1960 - 1963 Associate Professor and Chairman, National Agricultural Extension Center Graduate Program, University of Wisconsin

1963 - ---- Assistant Director, North Carolina Agricultural Extension Service; Professor and Head, Department of Extension Personnel Development, North Carolina State of the University of North Carolina

Extent of Responsibilities in Current Professional Capacity:

Administratively responsible for the total personnel development and research program for the North Carolina Cooperative Extension Service.

Chairman of Extension Personnel Development Department within College of Agriculture and Life Sciences, North Carolina State.

In addition to Administrative responsibilities, teaches graduate level courses, directs graduate student research, and serves on graduate student committees.

Selected Publications:

"The Programming Function in the Cooperative Extension Service," (with James M. Kincaid), Cooperative Extension in the United States, (ed. H. C. Sanders). Englewood Cliffs: Prentice Hall, Inc., pp. 214-321.

An Image of Cooperative Extension (with C. M. Ferguson), Madison: University of Wisconsin Press, 1963.

"Taking a Look at Intra-Relationships in the County with Special Emphasis on the Program Process," 1963 Proceedings of Association of Southern Agricultural Workers, Memphis, Tennessee.

A Research Approach to Program Development, Madison: University of Wisconsin Press, 1962.

"Needed Research in Extension Administrative Organizations," (with James Duncan), Adult Education, Vol. 6, (Spring Issue, 1962), pp. 88-116.

A Study of Public Affairs Education and Leadership Development in Yuma County, Arizona, Research and Extension Publication No. 7, Tucson: University of Arizona, 1960. (With James Hazlitt and J. L. Matthews).

"The Professional Status of Specialists as Contrasted to Research-Resident Staff Members in Four Selected Land-Grant Institutions," Summary of Ph.D. Thesis. Published in 1960 Review of Research in Extension, Washington, D. C., GPO.

"The Role of the Extension Specialist," Specialist Workshop Report, Ithaca, New York: Cornell University, 1959.

"Factors Associated with Training 4-H Voluntary Leaders." Summary of M.S. Thesis Published in 1955 Review of Research in Extension, Washington, D. C., GPO.

"Raising Our Professional Sights in Cooperative Extension," Adult Education, Vol. XV, No. 1, pp. 23-24.

Changing Dimensions in Agriculture and Home Economics, Madison: University of Wisconsin Press, 1962. (With C. M. Ferguson).

PERSONAL DATA ON PROJECT LEADERS AND PARTICIPANTSName, Title, Institution:

Patrick G. Boyle
Associate Professor, Agricultural Education
University of Wisconsin

Date of Birth:

July 27, 1928

Training and Qualifications:Education (Institutions - major field of study and degrees)

Wisconsin State University - Agricultural Education - B.S.
University of Wisconsin - Education - M.S.
University of Wisconsin - Adult Education - Ph.D. (1957)

Experience to present

1950 - 1952 Agricultural teacher

1955 - 1956 Educational Specialist - U. S. Armed Forces Institute

1957 - ---- Associate Professor, Agricultural Education - University of Wisconsin

Extent of Responsibilities in Current Professional Capacity:

Teach evaluation and program development to graduate students in Extension.

Carried out research on Extension oriented problems and concerns. Major area of interest in research is program planning.

Advise and counsel with graduate students in Extension.

Plan and evaluate inservice training experience for Wisconsin Extension personnel.

Selected Publications:

Evaluation in Extension (Circular of College of Agriculture, University of Wisconsin.)

4-H in Urban Areas (Two publications by the 4-H Foundation).

Articles in: "Journal of Cooperative Extension"
"Extension Service Review"
"Adult Education"
"Adult Leadership"
"Journal of Rural Sociology"
"Reading in 4-H Club Work"

PERSONAL DATA ON PROJECT LEADERS AND PARTICIPANTSName, Title, Institution:

Betty Jean Brannan
Field Studies and Training Specialist; Coordinator of Resident and Extension Relations - Div. of Home Econ.; Associate Professor, Home Ec. Educ.
Oklahoma State University

Date of Birth:

December 29, 1931

Training and Qualifications:Education (Institutions - major field of study and degrees)

Oklahoma College for Women - Vocational Home Economics - B. S.
Oklahoma State University - Home Economics Education - M. S.
Oklahoma State University - Home Economics - Ed. D.

Experience to present

Vocational home economics teacher, Oklahoma

Assistant Home Demonstration Agent, 4-H Club Program, Oklahoma Agricultural Extension Service

Extension Housing and Home Equipment Specialist, Oklahoma

Graduate Teaching Assistant, Oklahoma State University

Field Studies and Training Specialist; Coordinator of Resident and Extension Relations - Division of Home Economics; Associate Professor, Home Economics Education

Extent of Responsibilities in Current Professional Capacity:

Personnel Training - preservice, graduate, orientation, inservice (methodology); advising graduate students; teaching Extension Education - graduate and undergraduate.

Advise foreign students - Home Economics Extension

Extension field studies.

Liaison between Extension Family Living program and Division of Home Economics.

Selected Publications:

- "Planning and Arranging Your Kitchen," Oklahoma Cooperative Extension Service
- "Home Lighting," Oklahoma Cooperative Extension Service
- "Housing and Home Equipment," Oklahoma Cooperative Extension Service
- "Your Career as a Home Demonstration Agent," Oklahoma Cooperative Extension Service
- "Education for Family Living," Oklahoma Cooperative Extension Service

PERSONAL DATA ON PROJECT LEADERS AND PARTICIPANTSName, Title, Institution:

G. L. Carter, Jr.

Editor, Journal of Cooperative Extension & Assoc. Prof., Agric. & Ext. Educ.
National Agricultural Extension Center for Advanced Study, Univ. of Wisconsin

Training and Qualifications:Education (Institutions - major field of study and degrees)

University of Tennessee - Animal Husbandry - B. S.

University of Wisconsin - Cooperative Extension Administration - M. S.

University of Wisconsin - Cooperative Extension Administration - Ph.D.

Experience to present

1947 - 1949 Teacher, Hamblen County, Tennessee

1949 - 1952 Assistant County Agent, Tennessee Agricultural Extension Service

1952 - 1954 Youth editor, Farm and Ranch magazine

1954 - 1958 Assistant State 4-H Club Leader, North Carolina State College

1961 - 1962 Associate State 4-H Club Leader, University of Tennessee

1962 - ---- Associate Professor and Editor, Journal of Cooperative Extension, University of Wisconsin

Extent of Responsibilities in Current Professional Capacity:

Responsible for identifying, soliciting, editing copy for Journal of Cooperative Extension, for managing business of the Journal, for producing and working with others in promoting work with Board of Directors, Editorial Committee and State liaison personnel in matters related to the Journal.

Supervise graduate work of M.S. and Ph.D. candidates in Cooperative Extension Administration and teach 4-H course.

Conduct research seminar for Ph.D. candidates and staff research.

Serve as chairman, National 4-H Evaluation Development Committee and consultant and resource person for other 4-H and Extension activities.

Selected Publications:

Selected Readings and References in 4-H Club Work - edited (with R.C. Clark)
Writing and Revising Themes, Term Papers and Other Manuscripts - co-authored
"A Conception of 4-H Club Work" in Journal of Cooperative Extension

PERSONAL DATA ON PROJECT LEADERS AND PARTICIPANTSName, Title, InstitutionDate of Birth: August 22, 1902

Mary L. Collings
Staff Development Specialist, Federal Extension Service
U. S. Department of Agriculture

Training and Qualifications:Education (Institutions - major field of study and degrees)

Wesleyan College - English - B.A.

Northwestern University - Education - M.A.

George Washington University - Education Administration - Ph.D. (1958)

Experience to present

County Home Demonstration Agent - Louisiana Extension Service

District Home Demonstration Agent - Louisiana Extension Service

Home Management Specialist - Louisiana Extension Service

Leader in Home Economics Extension Studies, Federal Extension Service

One year on special assignment for Army in Japan.

Staff Development Specialist, Federal Extension Service

Extent of Responsibilities in Current Professional Capacity:

In charge of staff development in FES.

Advises and gives assistance to training committees and State training personnel in assessing training needs, establishing training events, maintaining training programs for professional development, developing curricula, determining objectives and policies for regional schools, preparing educational materials for use of Federal and State personnel and disseminating information on training activities underway in States.

Selected Publications:

Extension Supervision, Parts I, II, III.

"Graduate Study for Me?".

An Inservice Training Program for Cooperative Extension Personnel, with the National Task Force on Cooperative Extension Inservice Training.

Induction Training for County Extension Agents, with the National Task Force on Cooperative Extension Inservice Training.

PERSONAL DATA ON PROJECT LEADERS AND PARTICIPANTSName, Title, Institution:

Harlan G. Copeland
Staff Development Specialist
Federal Extension Service
U. S. Department of Agriculture

Date of Birth:

October 22, 1930

Training and Qualifications:Education (Institutions - major field of study and degrees)

Kansas State University - Agriculture
University of Maryland - Adult Education - M. Ed.
University of Chicago - Graduate Education - 7/15/63-8/15/65

Experience to present

1950 - 1954 U. S. Army

1954 - 1956 County 4-H Club Agent, Kansas

1956 - 1957 National 4-H Fellow, Washington, D. C.

1957 - 1960 State 4-H Club Specialist, Kansas

1960 - 1963 Staff Development Specialist, Federal Extension Service

1963 - ---- Graduate Study

Extent of Responsibilities in Current Professional Capacity:

Advises and aids State Extension training officers to plan, establish and maintain comprehensive staff education and training programs.

Outlines courses, prepares teaching materials for academic education and inservice training.

Advises and cooperates with State Extension training officers in planning induction training programs for professional staff.

Plans term summer school courses.

Plans and conducts workshops, summer courses and other educational experiences in supervision, personnel management, and educational methods.

Develops academic and informal training programs for the Federal staff members.

Prepares and selects teaching materials adapted to use in Extension.

Selected Publications:

Training manual: Guidelines for Induction Training. The Agent's First Year with the Youth Program. U.S. Federal Extension Service, ER&T-186(9-63). 78 p., Washington, D. C. 1963.

Processed educational materials:

Organization and Administration of Training. ER&T-176(10-62), Federal Extension Service, Washington, D. C., 1962.

Scope and Goals of Overall Training Program. ER&T-177(10-62), Federal Extension Service, Washington, D. C., 1962.

Description, Requirements and Basis for Grading Extension Teaching Methods Course. ER&T-131(5-63), Federal Extension Service, Washington, D. C., 1963.

A Study of Extension Workers' Attitudes Toward Working with the Teen-Age Part of the Extension Program. ER&T-96(6-61), Federal Extension Service, Washington, D. C., 1961.

PERSONAL DATA ON PROJECT LEADERS AND PARTICIPANTSName, Title, Institution:

Clarence J. Cunningham
Leader, Extension Training and Assistant Professor
Ohio State University

Date of Birth:

January 14, 1931

Training and Qualifications:Education (Institutions - major field of study and degrees)

Ohio State University - Agricultural Education - B. S.
Ohio State University - Agricultural Education - M. S.
Ohio State University - Extension Education - Ph. D. (1964)

Experience to present

Teacher of vocational agriculture
County Extension Agent, 4-H - Ohio Agricultural Extension Service
Supervisor, 4-H - Ohio Agricultural Extension Service
Leader, Extension Training and Assistant Professor

Extent of Responsibilities in Current Professional Capacity:

Teach four undergraduate courses in Agricultural Education (Includes three courses in Extension Education)

Advise graduate students in research design and analysis.

Teach graduate course in Extension Teaching Methods.

Advise undergraduate students.

Coordinate inservice and induction training programs of Cooperative Extension Service.

Conduct ongoing research with personnel evaluation of county Extension agents.

Selected Publications:

Co-editor: "Proceedings of County Extension Agent Program Development Workshop"

"Proceedings of State Extension Specialist Program Development Workshop"

"Agricultural Education Magazine" - 2 articles

"Ohio Farmer Magazine" - 2 articles

PERSONAL DATA ON PROJECT LEADERS AND PARTICIPANTSName, Title, Institution:

Lewis H. Dickson
Training and Studies Specialist and Leader; Professor and Head, Department
of Agricultural Extension
University of Tennessee

Date of Birth:

September 10, 1920

Training and Qualifications:Education (Institutions - major field of study and degrees)

University of Tennessee - Agronomy - B.S.
University of Tennessee - Agronomy - M.S.
Cornell University - Extension Education - Ed.D., 1958

Experience to present

Assistant County Agent

County Agent

Assistant Professor in Agronomy

Sales Manager, Southern Region, Panogeri Inc.

Agronomist, Agricultural Extension Service, University of Tennessee

Training and Studies Specialist and State Leader, Agricultural
Extension Service, University of Tennessee

and

Professor and Head, Graduate Department, Extension Education, College
of Agriculture, University of Tennessee

Extent of Responsibilities in Current Professional Capacity:

Administering the graduate department of Agricultural Extension Education.

Planning the inservice training for extension staff.

Coordinating the preservice, inservice and graduate training of extension
personnel.

Planning and conducting extension research related to staff, organization and program accomplishments.

Performing various administrative tasks assigned by the director.

Selected Publications:

Germination of Seed Corn Lots of Various Ages

The Community Approach to Extension Work in Tennessee

County Extension Program Development Handbook

Professional Ethics for Extension Workers

Burley Tobacco Production Practices Used by Farmers in Williamson County,
Tennessee

Opportunity Knocks

Community Development: Relevant Sociological Theory

PERSONAL DATA ON PROJECT LEADERS AND PARTICIPANTSName, Title, Institution:

Fred P. Frutchey
Extension Research Specialist - Teaching Methods
Federal Extension Service, U. S. Department of Agriculture

Date of Birth:

December 13, 1900

Training and Qualifications:Education (Institutions - major field of study and degrees)

Ursinus College - Chemistry and Physics - B. A.
Colorado State College of Education - Education and Psychology - M. A.
Ohio State University - School Administration and Educational
Research - Ph.D. (1932)

Experience to present

1938 - 1944 Senior Educational Analyst, Federal Extension Service,
U. S. Department of Agriculture
1944 - 1954 Chief, Foreign Student Branch, Federal Extension Service
1954 - ---- Extension Research Specialist, Teaching Methods, Federal
Extension Service

Extent of Responsibilities in Current Professional Capacity:

Research relating to the educational process, motivations and evaluation
of use of extension teaching methods.

Selected Publications: (Books)

"Examinations in the Natural Sciences," (Construction and Use of
Achievement Examinations), Chapter V (with Ralph W. Tyler).

Mathematical Workbook for High School Senior Survey Course, State
Department of Education, (with Ralph W. Tyler).

"Measuring Understanding in Agricultural Education," Chapter 14,
Forty-Fifth Yearbook of the National Society for the Study of
Education, (with Lathrop and Deyoe).

PERSONAL DATA ON PROJECT LEADERS1. Name, Title, Institution:

Maynard C. Heckel, Training Leader/Head, Extension Education, Virginia Polytechnic Institute

2. Date of Birth:

12/7/24

3. Training and Qualifications:

a. Education (Institutions - major field of study and degrees)

Rutgers University - Animal Science - B.S.

Cornell University - Extension/Adult Education - M.S.

Cornell University - Extension/Adult Education - Ed.D.

Michigan State University - nine (9) weeks training in communications

b. Experience to present (list jobs and nature of responsibilities)

County Agent - Connecticut - responsible for the organization and conduct of County 4-H Clubwork (900 members, 150 local leaders)

Extension Training Specialist/Assoc. Prof. Ext. Ed. - V.P.I. - responsible for personnel training (induction/in-service) for staff of 450 professional workers and undergraduate teaching.

Visiting Professor - Cornell University (taught course in basic communication)
Oklahoma State University (taught course in program development)

Communication Consultant - Michigan State University, A.I.D., National Home Economics Assoc.

Consultant - Administrative Management Workshops - Richmond, Virginia

4. Extent of Responsibilities in Current Professional Capacity:

Training Leader/Head, Extension Education, V.P.I. - Responsible for total program of professional development for more than 450 professional staff members (pre-service, induction, in-service and graduate study). Administer graduate program (M.S.) in Extension and Adult Education--teach undergraduate and graduate courses and advise graduate students concerning study programs and research problems.

5. List of Publications:

Heckel, M. C., A. C. Johnson, W. E. Lavery - Monograph - "Development and Use of Job Descriptions" - National Agricultural Extension Center for Advanced Study - University of Wisconsin, Madison (to be published in 1965)

Heckel, M. C., 1962. "Planning for Professional Development." Extension Service Review.

Heckel, M. C., 1957-63. "Evaluation Studies" (Extension Winter Schools, Communication Training, New Workers' Training Conferences, Secretarial Training Schools). Extension Service.

Heckel, M. C., 1957. "Graduate Study for Extension Workers - Where, Why, How." Extension Service.

Heckel, M. C., 1958. "Extension Agent's Role in Working With Committees." Extension Service.

Heckel, M. C., 1962. "A Comparative Analysis of Factors Associated With Resignation and Tenure of Male County Extension Agents in the Southern Extension Region." Summary of Study, Extension Service.

Heckel, M. C., 1962. "A Future With the Virginia Polytechnic Institute Extension Service" - Publication, 29 p.

Heckel, M. C., W. E. Lavery, 1962. "A Guide for Analyzing Your Job." Extension Service.

Heckel, M. C., M. P. Lacy, 1962. "Selected Criteria for Self-Evaluation of Extension Program Development." Extension Service.

Heckel, M. C., W. E. Lavery, 1962. "Writing Your Job Analysis." Extension Service.

Heckel, M. C., "Recent Items in Research and Training." (Periodic Publication) Extension Service.

Heckel, M. C., 1959. "Factors Associated with the Function of An Extension Training Specialist." Proceedings of the National Training Conference, Pullman, Washington.

Heckel, M. C., 1961. "The Cooperative Extension Service." Proceedings of the National Extension Training Conference, Purdue University.

PERSONAL DATA ON PROJECT LEADERS AND PARTICIPANTSName, Title, Institution:

Carl J. Hoffman
Extension Education and Training Officer
Colorado State University

Date of Birth:

January 28, 1927

Training and Qualifications:Education (Institutions - major field of study and degrees)

Colorado State University - Animal Husbandry - B. S.
Cornell University - Extension Education (Summer)
Colorado State University - Extension Education - M. Ed.
University of Wisconsin - Extension Administration - Ph. D. (1962)

Experience to present

1945 - 1946	Instructor, Regimental School, U. S. Army, Japan
1951 - 1952	Supervisor, Larimer County Dairy Herd Improvement Association
1952 - 1953	Record Analyst for the CSU Poultry Department
1953 - 1954	State 4-H Club Agent, Colorado State University
1954 - 1957	County Agricultural Agent, Colorado State University
1957 - 1959	Dairy Specialist, Colorado State University
1962 - ----	Extension Education and Training Officer, Colorado State University

Extent of Responsibilities in Current Professional Capacity:

Professor of Extension Education courses.

Major professor for Extension graduate students.

Consultant to the Sociology Department on research designed to determine some of the pressing needs of the Colorado population.

Director, National Extension Summer School.

Selected Publications:

A Plan for the Plains, Colorado State University circular.

"Problems of the Plains: A Colorado County Discusses Policies," Increasing Understanding of Public Problems and Policies, Farm Foundation

"A Method for Getting More Value from DHIA Records," Journal of Dairy Science

Agri-Challenge, Colorado State University

Points to Ponder, Colorado State University

Putting Dairy Production Records to Work, Colorado State University

Feeding Colorado Dairy Cows, Colorado State University

Springboards to Community Action, Colorado State University

PERSONAL DATA ON PROJECT LEADERS AND PARTICIPANTSName, Title, Institution:

J. Paul Leagans
Professor and Chairman, Division of Extension and Adult Education
Cornell University

Date of Birth:

September 11, 1911

Training and Qualifications:Education (Institutions - major field of study and degrees)

North Carolina State College - Agricultural Education - B.S.
North Carolina State College - Economics and Farm Management - M.S.
University of Chicago - Adult Education - Ph.D., 1947

Experience to present

Teacher of Agricultural Education in high school

Assistant County Extension Agent - North Carolina Extension Service

County Extension Agent - North Carolina Extension Service

Extension Dairy Specialist - North Carolina Extension Service

Assistant State Program Leader - North Carolina Extension Service

Senior Educationist, Division of Extension Research and Training,
Federal Extension Service

Professor and Chairman, Division of Extension and Adult Education,
Cornell University

Extent of Responsibilities in Current Professional Capacity:

In current position, held since 1949, am responsible for developing, supervising and continuously improving the quality of the graduate division of Extension and adult education in the School of Education at Cornell University. The following major activities are involved:

- a. Teaching two courses and two seminars at the graduate level to students majoring or minoring in Extension Education.
- b. Counseling 20 to 25 graduate students enrolled for the M.S. or Ph.D. degree with a major in Extension and Adult Education.

- c. Supervising the research of graduate students and the preparation of theses.
- d. Writing professional material useful in advancing the professional field of Extension and Adult Education.
- e. Assisting the New York State Extension Service with its program of inservice training.

In addition to the job activities and responsibilities already mentioned, have served as consultant with Cornell, the Ford Foundation and USAID on extension training, organizing and administration in India, Nigeria, Sudan, Philippines, Columbia and Venezuela.

Selected Publications:

Developing Professional Leadership in Extension Education, Cornell Extension Bulletin 1105, May, 1963.

The Communication Process in Rural Development, Cornell International Agricultural Development Bulletin #1, June 1963.

The Role of Extension Education in Rural Development, Cornell International Agricultural Development Bulletin #3, June 1963.

Guides to Extension Teaching in Developing Countries, Cornell International Agricultural Development Bulletin #5, June 1963.

"A Concept of Needs," Journal of Cooperative Extension, Summer, 1964.

Extension Education in Community Development, the Ford Foundation and Government of India, 450 pp., New Delhi, 1961.

PERSONAL DATA ON PROJECT LEADERS AND PARTICIPANTSName, Title, Institution:Date of Birth: February 21, 1908

Joseph L. Matthews
Director, Division of Extension Research and Training
Federal Extension Service, USDA

Training and Qualifications:Education (Institutions - major field of study and degrees)

University of Texas - Arts and Sciences
Texas A & M University - Agriculture - B. S.
Texas A & M University - Agricultural Economics - M. S.
University of Chicago - Adult Education, Educ. Measurement - Ph.D. (1951)
Center for Advanced Study in Behavioral Sciences - Fellow - 1961-62

Experience to present

County Agricultural Agent, Texas Extension Service

Agricultural Planning Specialist, Texas Extension Service

District Supervisor, Texas Extension Service

Administrative Assistant, Extension Service and Associate
Professor of Agriculture, Texas A & M College

In charge, Educational Research Section, Division of Extension
Research and Training, Federal Extension Service

Chief, Program Research Branch, Division of Extension Research
and Training, Federal Extension Service

Assistant Director, Division of Extension Research and Training,
Federal Extension Service

Director, Division of Extension Research and Training, Federal
Extension Service

Extent of Responsibilities in Current Professional Capacity:

Direction of Division staff in national leadership for staff training,
evaluation and training in evaluation, field studies, research in
extension cooperating with 51 State Cooperative Extension Services
and the Federal Extension Service staff; planning and scheduling
training in cooperative extension for foreign nationals and back-
stopping American technicians abroad.

Selected Publications:

Rural Social Systems and Adult Education. (Charles P. Loomis, co-authored by J. L. Matthews and others) East Lansing, Mich. The Michigan State College Press. 391 pages, 1953.

Evaluation in Extension. (Byrn, Darcie, Editor, co-authored by J. L. Matthews and others) Topeka, Kansas. H. M. Ives & Sons, Inc. 107 pages, 1958.

Handbook of Adult Education in the United States. (Knowles, Malcolm S., Editor, co-authored by J. L. Matthews and others) Adult Education Association of the U.S.A., Chicago, Ill. 624 pages. 1960.

Review of Educational Research. Contributer: Program Planning and Development, 1959; co-author "Community Development Research," 1965.

PERSONAL DATA ON PROJECT LEADERS AND PARTICIPANTS

Name, Title, Institution

Robert W. McCormick
Assistant Director, Cooperative Extension Service
Ohio State University

Date of Birth:

December 1, 1921

Training and Qualifications:

Education (Institutions - major field of study and degrees)

Ohio State University - Agricultural Education - B.S.

Ohio State University - Agricultural Education - M.S.

University of Wisconsin - Cooperative Extension Administration - Ph.D., 1959

Experience to present:

1948 - 1951 Vocational Agriculture Instructor, West Chester, Ohio

1951 - 1952 Associate County Extension Agent, Ohio Agricultural Extension Service

1952 - 1954 County Agricultural Extension Agent, Ohio Agricultural Extension Service

1954 - 1955 Assistant State 4-H Club Leader, Ohio State University

1955 - 1957 District Supervisor of Extension, Ohio State University

1958 - 1960 Leader of Extension Training; and Assistant Professor, Ohio State University

1960 - 1964 Assistant Director, Personnel Training and Research; and Associate Professor, Ohio State University

1964 - ---- Assistant Director, Administrative Management; and Professor, Ohio State University.

Extent of Responsibilities in Current Professional Capacity:

Responsible for all personnel and fiscal matters for the Ohio Extension Service. Give leadership to recruitment, selection and performance evaluation of Extension personnel.

Teach graduate courses in Extension Education.

Advise graduate students at the masters and doctors level.

Supervise research at masters and doctors level.

Plan and conduct research projects.

Coordinate inservice training for county extension agents.

Serve as a member of the University Advisory Committee on Continuing Education.

Serve as a member of the Advisory Committee to the President and Board of Trustees, Ohio State University.

Serve as a member of the Committee on Instruction, College of Agriculture.

Selected Publications:

"Improving 4-H Junior Leadership in Ohio," Review of Extension Research, Federal Extension Service.

Junior Leadership, Ohio Extension Service.

"How Much Should County Agents Know," Ohio Extension Service News.

"Better Communication in Agricultural Education," Ohio State University.

"Teamwork in Communication," Better Farming Methods.

"What Should County Agents Know," Extension Service News.

"The Function of Extension Research," Proceedings of the National Extension Research Workshop, Purdue University.

"A Forced Choice Performance Appraisal and Counseling System for Ohio County Extension Agent," Ohio State University.

"Staffing Decisions in the Cooperative Extension Service," National Agricultural Extension Center for Advanced Study, Wisconsin.

PERSONAL DATA ON PROJECT LEADERS AND PARTICIPANTS

Name, Title, Institution:

J. Glenn Morrill
Specialist, Extension Training and Development
Auburn University

Date of Birth:

May 4, 1912

Training and Qualifications:

Education (Institutions - major field of study and degrees)

Brigham Young University - Soil Geology - B.S.
Utah State University - Vocational Education - M.S.
Cornell University - Extension Education - Ed.D., 1960

Experience to present

1938 - 1946 Soil Surveyor and Farm Planner, Soil Conservation Service, USDA

1947 - 1952 Vocational Agriculture Veterans Teacher, Gunnison Valley High School, Gunnison, Vermont

1952 - 1956 Specialist in Extension and Agronomist, ICA, Iran

1956 - 1959 Doctoral Studies, Cornell

1960 - ---- Specialist in Extension Training, Auburn University

Extent of Responsibilities in Current Professional Capacity:

Responsible for preservice, induction, inservice and graduate programs for Extension personnel.

Advise graduate students and assist in Extension research and studies.

Teach graduate courses in Extension Education.

Selected Publications:

"Where Do We Go from Here," article in May 1961 issue of County Agent Vocational Agriculture Teacher

"McDonalds Educational Psychology" (book review), Spring 1964, Journal of Cooperative Extension

Two reports (1954 and 1956) on Extension printed in Persian.

PERSONAL DATA ON PROJECT LEADERS AND PARTICIPANTSName, Title, Institution:

Kenneth S. Olson
State Program Leader, Arizona Extension Service
University of Arizona

Date of Birth:

April 22, 1922

Training and Qualifications:Education (Institutions - major field of study and degrees)

North Dakota State University - Agricultural Education - B.S.
Michigan State University - Agricultural Extension - M.S.
University of Wisconsin - Cooperative Extension Administration - Ph.D. (1959)

Experience to present

1944 - 1947 Teacher, Plaza, North Dakota

1950 Assistant County Extension Agent, Jamestown, North Dakota

1950 - 1953 County Extension Agent, Ellendale, North Dakota

1954 - 1957 Assistant State 4-H Club Leader, North Dakota State
1959 - 1960 University, Fargo, North Dakota

1960 - 1962 Associate 4-H and YMW Leader, North Dakota State
University, Fargo, North Dakota

1962 - ---- State Program Leader, Agricultural Extension Service,
University of Arizona

Extent of Responsibilities in Current Professional Capacity:

Program leadership

In charge of Agricultural Specialization

Training Officer

Director of Western Regional Winter School

Research Coordination

Selected Publications:

What Research Tells Us About Building an Extension Program, University of Arizona publication.

Facts, Trends, Changes--Program Planning Aid, Arizona Extension Service.

Extension Education Ideas--Program Planning Aid, Arizona Extension Service.

4-H and Relationship of Selected Farmers Adoption of Farm Practices.

PERSONAL DATA ON PROJECT LEADERS AND PARTICIPANTSName, Title, Institution:

Lynn L. Pesson
Specialist (Training) and Associate Professor, Agricultural Education
Louisiana State University

Date of Birth:

October 15, 1927

Training and Qualifications:Education (Institutions - major field of study and degrees)

Louisiana State University - Dairy Science - B.S.
University of Maryland - Human Development Education - M.Ed.
Louisiana State University - Agricultural Education - Ph.D. (1960)

Experience to present

- 1948 - 1954 Assistant and Associate County Agent, 4-H Club Work,
Louisiana Agricultural Extension Service
- 1954 - 1960 Assistant and Associate State Club Agent, 4-H Club
Work, Louisiana State University
- 1960 - ---- Specialist in Training and Associate Professor of
Agricultural Education

Extent of Responsibilities in Current Professional Capacity:

Chairman of Agricultural Extension Education M.S. degree program.

Teach courses in Agricultural Extension Education.

Chairman and serve on student graduate committees.

Supervise student research.

Counsel with Extension workers on degree programs.

Counsel and advise with administration, supervision and specialists on
training and inservice.

Conduct induction and inservice training activities.

Maintain liaison with student activities in the College of Agriculture.

Serve as project leader on extension training.

Selected Publications:

"Plan of Work," The Agricultural Extension Service.

"Program Planning Committees," The Agricultural Extension Service.

"Program Development," The Agricultural Extension Service.

Junior Leadership: A Key to Your Future.

A Standard of Performance for Parish 4-H Programs in Louisiana.

4-H Club Research in Louisiana.

The Louisiana Cooperative Extension Service: A Self-Study.

Readings on Program Development (Ed.).

A Review of Research and Literature on 4-H Club Work (Ed.).

"Evaluation Plan Weighs 4-H Program," Extension Service Review.

"4-H Phase of the County Program," Extension Service Review.

PERSONAL DATA ON PROJECT LEADERS1. Name, Title, Institution:

Emily H. Quinn
Associate Professor

N. C. State of the University of North Carolina at Raleigh

2. Date of Birth:

November 3, 1928

3. Training and Qualifications:a. Education (Institutions - major field of study and degrees)

Georgia State College for Women	Home Economics B.S.	1948
	Education	
University of Wisconsin	Cooperative Extension M.S.	1962
	(Administration)	
University of Wisconsin	Cooperative Extension Ph.D.	1964
	(Administration)	

b. Experience to present (list jobs and nature of responsibilities)

1955-56	Assistant Home Economics Agent	Georgia Agricultural Extension Service
1956-61	Home Economics Agent	Arizona Agricultural Extension Service
1964	Associate Professor of Education and State Leader of Training	North Carolina State of the University of North Carolina at Raleigh

4. Extent of Responsibilities in Current Professional Capacity:

1. Teaching graduate level course work in the area of adult learning in educational programs.
2. Conducting research in the area of adult learning in educational programs.
3. Advising with graduate students in chairing committees and serving as committee member.
4. Planning and assisting with induction training programs for Extension personnel.
5. Planning and assisting with the in-service training of Home Economics Extension personnel.
6. Conducting departmental seminars for graduate students.
7. Maintaining departmental library.

5. List of Publications:

Signed



A handwritten signature in cursive ink, appearing to read "Betty Zium".

Selected Publications:

"Speak Up," (Bulletin on) Public Speaking for 4-H Club Members

"Speak For Yourself," (Bulletin on) Public Speaking for Extension Staff and Leaders

"Selling Ideas and Programs," (Bulletin related to) the Social Action Process

"Lay Leadership in Extension," Section for Book - The Cooperative Extension Service

"Panels Symposia and Forums," Bulletin on the use of these methods

"The Status of Training"

"Outline of Learning Experiences for Junior Extension Agents in Training"

"Trainer Agents' Guide for Junior Assistants in Training"

"Activity Guide for Assistant Agents"

"Trainer Agents' Guide for Assistant Agents"

PERSONAL DATA ON PROJECT LEADERS AND PARTICIPANTSName, Title, Institution:

Frank A. Santopolo
 Extension Training Officer
 University of Kentucky

Date of Birth:

March 12, 1920

Training and Qualifications:Education (Institutions - major field of study and degrees)

North Carolina State University - Forestry - B. S.

North Carolina State University - Rural Sociology - M. S.

Fordham University - Sociology - Ph.D. (1956)

Experience to present

1947 - 1948	Teaching Fellow, North Carolina State
1948 - 1950	Instructor, North Carolina State
1952 - 1953	Teaching Fellow, Fordham University
1953 - 1956	Instructor, Fordham University
1955 -	Appointed to Graduate Faculty, Fordham University
1956 - 1958	Assistant Professor, Fordham University
1958 - 1961	ICA Advisor to Pakistan (Senior Community Development Advisor, Evaluation. Advisor to the Pakistan Director of the Program Analysis Visit)
1961 -	Associate Professor, University of Kentucky
1964 -	Appointed to Graduate Faculty, University of Kentucky
1964 - ----	Extension Training Officer, University of Kentucky

Extent of Responsibilities in Current Professional Capacity:

Responsible for the induction and inservice training of extension personnel and the graduate program in Extension Education. Hold a joint appointment as an Associate Professor in the Department of Sociology.

Selected Publications:Monographs, Book chapters

Co-author of The Church in the Changing Community: An Area of Sociological Research, Fordham University Press, New York, N.Y. 1957.

Chapter on "The Importance of Sub-parish Ecological Areas," translated into French and printed in Paroisses Urbaines Paroisses Rurales by Casterman, Tournai, Belgium, 1958.

Co-author of "Community Development in Pakistan: The First Five Years in Village AID: Some Articles and Reports published by Chief Information Officer, Village AID Administration, West Pakistan, Lahore, December, 1960.

Journal Articles

"Man, the Question Mark in Agriculture," the N. C. State Agriculturist, Raleigh, N. C., 22 (October, 1948).

with Selz C. Mayo, "The Rise and Fall of Rural Community Organization," Rural Sociology, 14 (December, 1949).

with Joseph F. Scheuer and Joseph F. Schuyler, "Parish Sociology," Thought 20 (Summer, 1955).

with Joseph F. Cammarosano, "Teaching Efficiency and Class-size," School and Society, September 27, 1958.

PERSONAL DATA ON PROJECT LEADERS AND PARTICIPANTS

Name, Title, Institution:

Curtis Trent
Coordinator of Extension Personnel Training and Professor of Education
Kansas State University

Date of Birth:

January 26, 1925

Training and Qualifications:

Education (Institutions - major field of study and degrees)

Oklahoma State University - Agricultural Education - B. S.
University of Wisconsin - Extension Administration - M. S.
University of Wisconsin - Extension Administration - Ph.D., 1960

Experience to present

Teacher of Vocational Agriculture - Lindsay, Oklahoma

Manager of Chamber of Commerce - Lindsay, Oklahoma

Assistant County Agricultural Agent - Texas Agricultural Extension Service

County Agricultural Agent - Texas Agricultural Extension Service

Associate State 4-H Club Leader, Texas A. & M. University

Coordinator of Extension Personnel Training and Professor of Education,
Kansas State University

Extent of Responsibilities in Current Professional Capacity:

Coordinate all phases of training for the total Extension staff. Serve as a resource person to administration and supervision on policies and methods of training.

Responsible for graduate degree program in Extension Education at the university and teach four courses in Extension and Adult Education.

Liaison person with university and college personnel regarding training for Extension staff.

